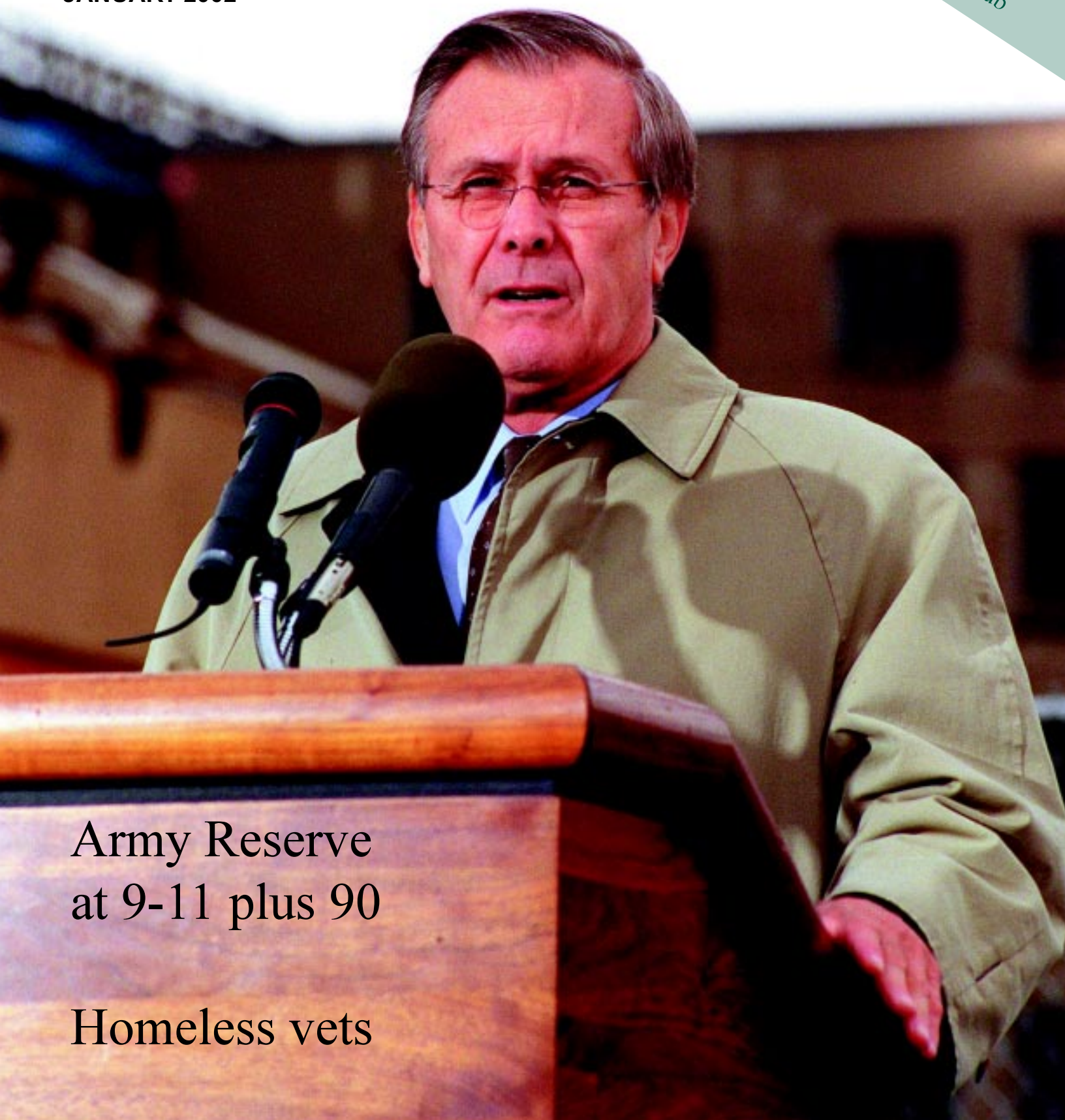


Hub magazine

U.S. ARMY RESERVE PERSONNEL COMMAND
JANUARY 2002

THE GATEWAY
A special pullout section of the Hub



Army Reserve
at 9-11 plus 90

Homeless vets

Hub

Vol. 32, No. 3

COMMANDER

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On the cover: Secretary of Defense Donald H. Rumsfeld addresses the audience during a Dec. 11, 2001, Pentagon ceremony in remembrance of those who perished in the terrorist attack on Sept. 11. The ceremony is part of a day of remembrance proclaimed by President George W. Bush. DOD photo by R.D. Ward. (See related story page 21.)

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COMMANDER'S CALL

COL. W. BRUCE PITTMAN



AR-PERSCOM remains on path to 'precision' military HR management

Organization is poised to take its place among personnel leaders

This is the fourth and final installment in a series on AR-PERSCOM's strategic planning process.

In August, I described the three planning and action levels of an organization. I continued in the November column with an explanation of how the U.S. Army Reserve Personnel Command was organized to respond to each of the three levels. Last month's column dealt with some of the accomplishments AR-PERSCOM has attained. Now I will focus on where I believe AR-PERSCOM is headed.

So, what does this New Year and young millennium have in store for us? At the tactical level, we know it will be much the same as it has been in the past.

Soldiers will arrive at AR-PERSCOM as their new duty station. We will say farewell to soldiers as they travel to other duty stations around the world or as they retire from a career in the Army, as yours truly will be doing. Likewise, civilian employees will be retiring after years of faithful federal service, or they will be moving to new positions and more challenging assignments.

The old Army cliché is definitely true here at AR-PERSCOM: "The only thing that is constant in the Army is change."

We will continue to define and improve our business processes. We will continue to keep in touch not only with our customers to determine their needs, but with our stakeholders, such as regional support commands and USAREC, because they depend on our success for their own success. We will maintain this contact through a variety of means, including telephone, e-mail, "My 2xCitizen Portal" and personal visits.

At the operational level, we will continue to perform life-cycle military human resource management to ensure we put the right soldier, in the right place, at the right time in support of the

**"AR-PERSCOM will meet
the challenges of tomorrow
and the day after that."**

national military strategy. Within the scope of life-cycle personnel management, we will aggressively pursue the attainment of the officer end-strength for the USAR and actively support the Enlisted Personnel Management Directorate's Retention Transition Division, formerly known as RAMP, to attain the enlisted soldier end-strength objective. We will continue to support the Army's Transformation and, more specifically, the Deputy Chief of Staff, Personnel, or DCSPER, personnel transformation by maintaining key membership on designated process action teams and working groups, and providing subject-matter experts when appropriate to ensure the needs of the USAR soldier are met.

On a broader front, but still at the operational level, we will proudly support current operations of *Noble Eagle* and *Enduring Freedom*. Since Sept. 11, our military leaders — from the commander in chief to the chief, Army Reserve — have been saying this war against terrorism will not end quickly.

In a recent Pentagon news briefing, Deputy Defense Secretary Paul Wolfowitz said, "Afghanistan is only the first round in the war against terrorism." He further quoted the president as say-

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FROM THE HHC COMMANDER



Maj. Hal Abbenhaus

Don't miss out on chance for 'muddy-boots environment' as ROTC professor/assistant prof

The Active Guard Reserve program has 100 Reserve Officer Training Corps, or ROTC, positions throughout the country. Nine are professor of military science, or PMS, positions that call for a lieutenant colonel; 91 are assistant professor of military science positions, or APMS; and there are currently no opportunities in ROTC for AGR non-commissioned officers.

PMS opportunities are nominative positions and selected by a board of officers assigned to Cadet Command, ROTC headquarters. The board is usually held in the fall of the year preceding assignment. This year, the board was held in November to assign officers to positions for the school year starting August 2002.

Lieutenant colonels and senior majors interested in becoming PMS's must have master's degrees, and it is preferred that they have previously been APMS's. The branch for these jobs is immaterial. There may be only one or two PMS opportunities for AGR officers each year. If interested for assignment in August 2003, contact your personnel management officer, or PMO, for information. Be prepared to submit an updated officer record brief, a biographical summary and an official photo. This year, Cadet Command sent a questionnaire that asked pointed questions about how an officer would run an ROTC battalion. Cadet Command officials also sent a questionnaire to be filled out by the candidate's current rater. A copy of your microfiche will be sent to complete the application.

APMS opportunities are more plentiful and varied. Talk to your PMO if you are entering your "move window" and are interested. These positions are open to both captains and majors, which is ideal because AGR officers selected for promotion can be promoted to major while assigned to an APMS position. Positions are tenured for three years. A good rule of thumb on qualifications is an undergraduate grade point average of at least 2.7. A solid record with platoon leader and command time is favorable. Also reviewed are military and civilian education and branch. Some schools favor certain criteria over others. The higher-tier schools — such as Michigan, Duke and California-Berkeley among others — require graduate degrees. Some require personal interviews prior to as-

signment. Again, contact your PMO with your interest and geographic preference as a start.

ROTC assignments aren't the sham jobs some think they are. For AGR officers it is a unique opportunity to work with active-component soldiers, train and develop the future officer leadership of the Army, recruit, prepare and present academic and military classes, strap on a rucksack at times, and be the sole representative of the Army in some communities. Some schools offer tuition assistance for faculty and their families, others do not. It is difficult to obtain the time to attend school, but if you're willing to sacrifice you can also enhance your education. The key traits to be successful in an APMS position are adherence to Army values, very good physical fitness and military bearing, adaptability, diligence and patience. The rewards are great. I have talked to many senior AGR officers who mentioned to me that one of their most enjoyable assignments was when they were an APMS.

Let me debunk the myth about an ROTC assignment. It will not hurt your career; rather it seems to enhance AGR officer careers. Many of our colonels have been APMS's. We get few opportunities to command and to have duty with troops. For some, this may be as close as you get to a muddy-boots environment where weapons qualification, one-on-one counseling, ruck marches and field training exercises are commonplace. Take advantage of this "duty with troops."

It is important that the Army Reserve has representation in ROTC. Most of the cadets who graduate go on active duty for three to four years. But their interaction with an AGR APMS or PMS may influence them to enter the Reserve and continue their military career after their active-duty obligation is complete. There are also many cadets who do not earn a commission for a variety of reasons. Some of these may decide to enter the Reserve based on information gleaned from a knowledgeable, competent member of the AGR program. These are only two small areas where an AGR soldier assigned to ROTC may have a positive impact not only on individuals, but on the community where assigned, the university, the Army and the Army Reserve.

FROM THE COMMAND SERGEANT MAJOR

Good counseling always guarantees that soldier's evaluation is no surprise



Command Sgt. Maj. Ray Hemingway

**Bottom line:
Take ownership
of your evaluation.**

Counseling, evaluations, promotions, QMP. What do they have in common? Their commonality has to do with upward mobility or out.

By that I mean if counseling is taking place, and you receive a good evaluation — along with other things that a soldier should be doing to prepare for a promotion board — then Qualitative Management Program, or QMP, would probably not be an issue.

Army Regulation 623-205, Personnel Evaluations, Non-commissioned Officer Evaluation Reporting System, puts it succinctly:

“Commanders should charge the non-commissioned officer support channel command sergeant major/sergeant major with the responsibility for quality control of NCOERs to include ensuring that reports are accurate and submitted on time.”

As command sergeant major of the U.S. Army Reserve Personnel Command, I accept the charge for this responsibility. One of the things that we do not do very well is counseling our soldiers properly and timely.

I am convinced that the most effective part of rendering a fair, accurate and timely evaluation has been accomplished if

- proper counseling takes place,
- it's timely,
- it doesn't dwell on the past,
- it gets non-commissioned officers to be successful and meet standards; and
- it leans forward.

A soldier's evaluation should never be a surprise at the end of the rating period. Good counseling will always make sure that it is not a surprise.

I receive communication traffic from soldiers all over the world wanting to know why they can't get promoted. When I review their evaluations, I find that their ratings for Values/NCO Responsibilities in most cases are overinflated. In other words, the raters don't understand the definition of “Excellence,” “Suc-

VIEWPOINT

cess” or “Needs Improvement.”

Also, most pivotal, the senior raters never comment on the soldiers’ potential to be promoted. The NCOER is just one document in the promotion consideration file, or PCF; however, it is one of the most important documents in there.

Soldiers should not rely on their rating chain to ensure that their evaluations are timely and are quality evaluations. The primary responsibility should rest with the soldier. If you know your evaluation doesn’t portray who you are, then you need to be totally involved with the evaluation process to ensure that you and your rating chain resolve any issues before the evaluation is submitted for processing.

Bottom line: Take ownership of your evaluation.

Soldiers are selected for promotion based on being best qualified. What would that mean to you? It should mean that

- you must have a DA photo that gives board members an idea of who you are,
- you must have evaluations that are competitive with your peers,
- your DA Form 2 and 2-1 must have been reviewed for accuracy,
- your awards are up to date,
- you have served in varied assignments, and, last but not least,
- your physical and medical fitness must be up to date.

Not all inclusive, but it’s a good start.

Finally, why is a soldier identified for QMP? Probably one of the most astounding reasons is a lack of documentation at the board’s proceedings that could have a negative impact on your career.

Remember, even if you don’t get selected for promotion, you should still have an interest in remaining in the AGR program.

The major areas that a board member looks at when considering a soldier for QMP are:

- most current NCOES,
- evaluations (or lack of),
- temporary profiles on consecutive NCOERs without medical documentation,
- lack of updated documents in record, height/weight standards, official photograph, DA Form 2-1, DA Form 2-B, and letters to the “president of the board.”

Every enlisted AGR soldier has a PMNCO and a records NCO who take care of his records. These soldiers are instrumental in helping you to ensure that you have complied with promotion/QMP board requirements.

Command sergeants major, sergeants major: Our charge is clear. In part, the success of our future leaders begins with us as their leaders.

Are you charged?

COMMANDER’S CALL ON THE RIGHT TRACK

continued from page 3

ing, “The campaign begins in Afghanistan, but it does not end in Afghanistan.”

The chief of the Army Reserve recently provided his thoughts in an article Dec. 11 — 90 days after the attacks.

“The citizen-soldiers of the Army Reserve, confronted with attacks to Americans on American soil for the first time in our lives, have answered the nation’s call and are adding a new chapter to our history of service,” Lt. Gen. Thomas Plewes said. “It is a great story, but it is not yet completed. It may take a long time to finish, but we know the part we have in it.”

Likewise, we at AR-PERSCOM know our part, and we will continue to professionally perform our job and successfully complete our mission, no matter how long it takes. We will remain steadfast in our resolve.

On the strategic level, AR-PERSCOM is poised to take its place among the personnel leaders through the Army’s personnel transformation. We have demonstrated our leadership capability by our accomplishments, which were discussed in my last Hub column. As the Army transforms, so will AR-PERSCOM. We will partner with the personnel management agencies of the Army to streamline processes, economize resources and continue the long tradition of maintaining the most professional fighting force in the world.

The short-term strategic goals will involve the development of a single personnel database for all components of the Army (Active Component, National Guard and Reserve Component). We will continue to develop systems that guarantee the timeliness and accuracy of data. We will continue to spearhead developments in personnel management that take advantage of new technologies enabling us to better serve our primary customer, the individual soldier.

On the longer-range strategic level, our task will be to help develop one common personnel database for the entire Department of Defense — the goal of Defense Information Management Human Resource System, or DIMHRS (pronounced “DY merz”). This will become increasingly important as joint operations evolve and the differences between the various military services diminish or become more transparent. As time goes on, we will take advantage of state-of-the-art information technologies that have not yet been developed.

I sincerely believe that AR-PERSCOM will meet the challenges of tomorrow and the day after that. I am confident that AR-PERSCOM is soundly on a path that leads to “precision military human resource management (for all services) @ the speed of electrons.”

KEEPING THE FAITH

Thought about New Year's resolutions?

Chaplain offers 'seven habits of highly effective people'



Chaplain (Col.) James Welch

"The Seven Habits of Highly Effective People" by Stephen Covey is book that is prized as a management tool.

Welcome to 2002 — The New Year is upon us! This time of year, many of us make an attempt to have resolutions that will change our life, but many of those resolutions are soon forgotten or broken.

Let me mention a few ideas to help you start off the New Year. Maybe these ideas can transform your brokenness into wholeness.

1. Accept what you cannot change.

Many facts of life cannot be changed:

- The weather;
- The unrelenting tick of the clock;
- The past;
- The fact that a loved one has died; and
- Other people against their will.

The psalmist wrote, "Commit your way to the Lord; trust in him and he will do this." (Psalm 37:5 NIV). This concept is a help to each of us as we seek those things to change and those things to accept. Accepting means you stop fighting the inevitable. Acceptance stops a lot of hurt. Acceptance frees you not to worry about anything you have no power to change.

2. Don't play the blame game.

In most cases "The Blame Game" only creates injury:

- It never heals — it always hurts.
- It never makes the people whole in their relationships — it only breaks relationships.
- It never unites — it only divides.

In the new year, resolve to demonstrate love more often.

— It never builds — it only tears apart.

— It never solves a problem — it only compounds the problem.

3. Make the wonderful discovery of who you are. Whatever your age, realize that God is not finished with you. The best is yet to come.

4. Slam the door on self-pity.

Self-pity is an ever-present temptation to those who are undergoing an emotionally shattering experience. It represents many people's No. 1 private enemy. Self-pity is the one luxury that no one can afford. Engaging in it hurts you far more than anything that has hurt you previously. Closing the door of self-pity shuts out the major cause of depression.

5. Choose and cultivate a positive attitude.

Nazi concentration camp survivor Viktor Frankl learned a valuable lesson as enemy soldiers took all his earthly possessions — his clothes, his watch, even his wedding ring. He stood naked, his body shaved, destitute but for one thing. It was something no one could take away from him. He realized in that moment that he still had the power to choose his own atti-

tude.

I am not responsible for anyone's attitude or actions but my own. No matter what happens, the attitude choice still remains yours or mine.

6. Love again, only more.

In the new year, resolve to demonstrate love more often. Your first goal today, tomorrow, in the future, is to love others. Love always wins.

7. Put your failure behind you and move ahead.

The negative thinker says failure is a disgrace, failure occurs when a person doesn't achieve, and failure is final. We should profit from our mistakes and move ahead with new determination:

— To fail is not to be a failure.

— To err is human.

— No one tries to be a failure.

When God created you and me, he made no mistake. Our failures can provide stepping stones to the future.

Evangelist Dr. Robert H. Schuller, founder of the nationally known Crystal Cathedral, says in "Move Ahead with Possibility Thinking":

After the night comes a new day.

After winter, a new spring.

After the storm, a sun.

After sin comes forgiveness.

After defeat, another chance.

I hope you practice some of these ideas as you start 2002. "There are things that cannot be changed, no matter how hard you struggle."

USARC Colonel Command Selection Assignment Board

Preparing your packet: What's the secret?

by Chief Warrant Officer 4 William "Butch" Fox

Another U.S. Army Reserve Command, or USARC, Colonel Command Assignment Selection Board has concluded, and another one is right around the corner. How competitive are you for a troop program unit, or TPU, colonel command? Only the board members can make that determination, but you can stack the deck in your favor.

There are many factors that determine how well you have prepared yourself for command: military education, advanced civilian education, assignments and job performance are some of the most important. Yet, for all the painstaking effort that most officers place in excelling in these areas, the vast majority of those same officers diminish their chances for selection by not paying close attention to their board consideration file.

The Command Boards Team reviews your file to ensure that you meet the eligibility criteria outlined in the memorandum of instruction (MOI), and verifies the accuracy of the data you submit in your board consideration file.

The Command Boards Team reviews an applicant's entire file prior to the convening of a board, to include the Personnel Electronic Records Management System, or PERMS, official military personnel file, or OMPF, fiche. Here are some statistics:

1) 90 percent of the mandatory removal dates, or MRD, were incorrect in the board files submitted because they were not computed in accordance with Title 10 of the US Code, Section 14507 (Note: the accuracy of your MRD effects your eligibility for available positions).

2) Nearly 88 percent of the officers selected or recommended for command possessed a graduate degree or higher level of civilian education. However, 51 percent of these officers had to be contacted by the Command Boards Team to obtain documentation of their advanced civilian education.

3) Nearly 68 percent of the officers selected or recommended for command were enrolled in or had completed a Senior Service College. The Command Boards Team had to contact 49 percent of these officers prior to the board to obtain verification of enrollment or completion of a SSC.

4) Over one-third of the officers selected or recommended had to be asked to provide documentation for awards or badges missing from their PERMS OMPF fiche.

5) Nearly 48 percent of the applicants were missing their most recent officer evaluation report, or OER, (that is, the OER had not been completed and submitted to AR-PERSCOM for processing). For the purpose of this board, the team considered a recent OER to be one with an ending date of July 31, 2000, or earlier.

So what's the secret for preparing a good board consideration file for the USARC CCASB? There is no secret! You've already done the hard work in preparing yourself for command. Everything else is just attention to detail and time. The five observations noted above are all areas that you can personally control.

Start early preparing your board consideration file. The USARC CCASB is scheduled approximately the same time every year, usually in February and August. As a general rule, begin assembling your file at least six months in advance of the board convene date. This may seem like sufficient time to prepare your file, but you would be surprised at how fast time flies.

Attention to detail is important when managing your records and assembling your file. When was the last time you reviewed your PERMS OMPF? If it's been more than 12 months, then you're not taking care of the details and you're wasting time.

Get online at least six months prior to the board convene date, and check your OMPF yourself via the My2xCitizen portal using your Army Knowledge Online, or AKO, account. You might be surprised at what you find -- or don't find -- in your record.

Time and again, Command Board Team members have called officers and heard them say, "I sent that document to be filed at AR-PERSCOM over a year ago." The question is, was it sent to the right office at AR-PERSCOM? Updating one file does not necessarily update another. Remember, it's to your benefit to check your records and follow up on any required corrections or updates.

You can get your AKO account via the Internet by going to www.us.army.mil; click on "I'm a new user," and complete your registration form.

Before assembling your packet, lay your DA Form 2B (Personnel Qualification Record), DA Form 2-1, your Résumé of Service Career and your Commander's Statement side by side. Now "crosswalk" the data between the forms. Does the data from one form match the data on the other form? And most importantly, ask yourself if the documents on your fiche support the data in your file?

The data used to complete the Commander's Statement should come directly from your DA Form 2B. If the DA Form 2B is outdated, update it prior to submitting your file. Ensure that your MRD is correctly annotated on your DA Forms 2-1 and 2B. If you're not sure, ask your Records Manager to calculate it for you, and update it if necessary.

Your Résumé of Service Career should reflect the same information contained on your DA Form 2-1 as well as your OERs. If you have to submit a DA Form 5500-R or DA Form 5501-R (Body Fat Worksheet), ensure that it's completed IAW AR 600-9. Ensure that both the person administering the tape test and the person supervising the test signs the DA Form 5500-R/5501-R.

Prepare your Résumé of Service Career IAW the sample provided in the MOI. Don't highlight headings or other information to draw attention to an area, or change the format and font to fit the information on as few pages as possible. This only serves to frustrate board members, which could work against you.

Help the Command Boards Team help you. Its people are just as interested in providing the best files possible to the board as you are in commanding a unit. Take the time to read the board

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THE GATEWAY

Information for the USAR Full-Time Support Community

A special pullout section of the Hub



AGRs need info on new retirement option to make informed CSB/REDUX decision

by Master Sgt. Arla Tweedy

The Career Status Bonus, or CSB/REDUX, is a new retirement option open to Active Guard Reserve (AGR) soldiers with a date of initial entry to the military after July 31, 1986.

The FY00 National Defense Authorization Act changed the retired pay system, effective Oct. 5, 1999, for members who initially entered the military on or after Aug. 1, 1986. These members were previously covered under the retired pay provisions of the Military Retirement Reform Act of 1986, commonly known as REDUX. Members who met certain criteria were given a choice between CSB/REDUX and the prior High-3 retired pay plan. Soldiers in that group who are eligible to continue to serve for 20 years, and have no adverse actions pending comple-

tion of 15 years of active federal service (AFS), may elect to receive the CSB and retire under the REDUX retired pay plan.

To choose this new retirement option, eligible soldiers must make an election using DD Form 2839 not later than their 15th year of AFS. They must elect whether or not they wish to receive CSB, which is a \$30,000 bonus in their 15th year and 40 percent (20-year rate) times the average of the highest 36 months of basic pay. They will also receive reduced cost of living with a one-time adjustment at age 62.

For most AGR soldiers, this may not be a good option because they currently will receive 50 percent times the average of the highest 36 months of basic pay and annual cost of living adjustments. Therefore, eligible soldiers should understand and research their options.

For AGR soldiers, FTSMC will e-mail notifications to officials at the regional support commands and major commands who, in turn, will notify their eligible soldiers not later than the 14 year, 6 month AFS point. RSCs/MACOMs will provide those soldiers with the memorandum and the Career Status Bonus Election Form, DD Form 2839, to assist soldiers in making informed decisions regarding their retirement options.

To find out more about CSB/REDUX from FTSMC representatives, dial toll-free 1 (800) 325-4118 and ask for Lt. Col. Betty Knight at Ext. 5171 (for officers) or Master Sgt. Arla Tweedy at Ext. 5115 (for enlisted). Soldiers may also go online and visit the DCSPER Retirement Services web site at <http://www.perscom.army.mil> for information and the required forms.

First FA Designation Board coming up in April

by Maj. John Manning

The chief of the Army Reserve has directed the U.S. Army Reserve Personnel Command, or AR-PERSCOM, to conduct Functional Area Designation Boards, or FADB, for Active Guard Reserve officers.

A functional area is a grouping of officers by technical specialty or skill, which usually requires significant education, training and experience, according to Department of the Army Pamphlet 600-3.

The first board will be held in April 2002 and will entail the boarding of approximately 250 officers. This board will look at captains with a date of rank between June 1, 1996, and June 30, 1997, and majors with a date of rank between March 1, 1997, and March 31, 1998. Although not everyone will be boarded in April, all AGR captains and majors will eventually be boarded. These boards will also review the functional areas already awarded to officers.

The first recommendation for each officer is to get reacquainted with DA PAM 600-3, Commissioned Officer Development and Career Management Oct. 1, 1998. Each of the functional areas is listed in DA Pam 600-3 and details the unique purpose, functions and features along with information on the required characteristics of the officers and basic assignment information.

The second recommendation is to gather documents that will support your FA preference. Instead of a letter to the president of the board, officers will fill out a Functional Area Designation Preference Sheet, which allows each officer to list three functional area preferences.

In addition to this sheet, officers are encouraged to provide supporting documentation for certain FAs they may request. For example, if you have a degree in information systems engineering and your first choice is FA24, you need to provide your diploma if it is not already included in your official military per-

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Sgt. Maj. M. Knepper

From the sergeant major

Army stands for teamwork *and* individual development

As I was busy being an Army of One and looking back over 20 years of trying to be all that I could be, I was thinking about how I got to be where I am.

Strange to say a lot of it has to do with other people who helped me along my way and stranger to say, both their names begin with the letter “M.”

We have all had managers throughout our career and most have been mentored at one time or another. The mentoring and managing received has been a mixed lot, if your experience has been like mine. This month, I want to talk a bit about what makes a good manager and what makes a good mentor and the differences between them.

While the Army believes in teamwork, it also believes in individual development aided by mentors. If you have had a mentor, or tried to serve as one yourself, you realize the relationship is informal and a sort of “pay it forward” sort of concept where the mentor shares his wisdom and influence to aid the soldier perceived as having a lot of potential. Mentorship can take the form of personalized tutoring, leading by example, and making sure the mentored person meets the right people and is in the right place at the right time. The officer corps is very good at this sort of thing, we NCOs to a lesser degree.

Being a mentor can involve coaching, skills and knowledge, but at it’s best it involves nurturing and guiding an individual to reach his whole potential. It requires personal contact and personal knowledge of the individual. Being mentored by someone who knows what it takes to get ahead and grow in the Army is a fine thing for the Army and for the individual. My personal feeling is that senior soldiers should share that knowledge and attention with all their soldiers and not just a favored few. Plant the seed, and let those who can make something of it, do so.

The other important “M” is your manager. The job of a manager is quite different and more formal than that of a mentor. Whereas a mentor has a lot of personal contact, managers by the nature of their job are much less personal in their approach to career development and soldier growth.

Managers are responsible for assignments and required training. The shared goal of AR-PERSCOM and FTSMD is the right soldier in the right job at the right time. However, there are many factors that can prevent managers from making the “perfect” match of soldier and assignment

in every case.

We would like to be able to have a soldier work as many different facets of their MOS during an assignment, but often, due to the nature of the Army Reserve, there is only the one job for the soldier in that area. We are directed to make progressive assignments, but in most MOS’s, 80 percent of the jobs in a given MOS and grade are the very same job at the same level. So it is difficult to make a career progressive assignment in every case.

Additionally, the pool of soldiers available for assignment at any given time is small compared to population as a whole. A manager’s job is to ensure equitable distribution of scarce resources and that the Army’s needs are met first and foremost. High-priority positions cannot be left unfilled, and scarce resources like school quotas have to be allocated to those with the most need for training. So being a manager is quite a different thing from being a mentor. A manager can provide some individual information about career progression for managees but basically doesn’t have the time due to large numbers managed. In evaluating soldiers for critical assignments, a manager will consider the candidates’ military and civilian education, evaluations and assignment history, but a manager really has little ability to groom an individual for any particular assignment.

I know I have only spoken in generalities, but the message I want to send is not to look for mentorship from a manager. Soldiers need to look to leaders they respect and work with and on a regular basis.

If you work with your mentor to develop as a soldier and make sure you document your accomplishments in your evaluations, you will be ready to respond to the opportunity that your manager may present to you.

“Don’t look for
mentorship from
a manager.”

From the eagle's nest

FTSMD director provides AGR PCS policy update



Col. Barry Gallagher

I promised all Active Guard Reserve soldiers in my July 2000 Gateway column that I would provide periodic updates on tour stabilization and permanent change of station, or PCS, policies. Here are the top 10 reasons why AGR soldiers were ordered to make PCS moves in fiscal year 2001 and the average time on station each soldier had at the time of PCS:

No.	Reason	Total PCS	Average Time On Station
1.	Promotion	779	2.80 years
2.	Excess	256	2.53 years
3.	High Priority Fill	238	3.70 years
4.	OCAR Directed (PDE, etc.)	173	2.72 years
5.	Date of estimated return from overseas, or DEROS	83	2.88 years
6.	Tenured Position Completion	62	3.17 years
7.	Professional Development Education	60	2.50 years
8.	Nominative Positions	47	2.87 years
9.	Reclassification	28	4.69 years
10.	Terminal Reattachment	27	4.05 years

The total number of PCS moves in the AGR program last year was 2,029 with the average Time On Station being 3.03 years. By comparison, over 2,779 PCS moves occurred in FY 2000 and the average TOS was 3.09. These numbers are a dramatic illustration of the effectiveness of the Chief, Army Reserve's PCS policy that was implemented in January 2001. This policy was directly responsible for the 28 percent decrease in the number of PCS moves during FY 2001.

The Chief, Army Reserve's PCS policy states that "AGR personnel with less than 5 years time on station will not be ordered on a PCS unless they meet" the provisions outlined in the memorandum dated 3 January 2001. Soldiers can expect to move less than in previous years, but there will be exceptions. As you can see from the numbers above, we are still not meeting the intent of Army Regulation 140-30 which targets Time On Station between four and five years for officers and enlisted soldiers. I believe we are taking steps in the right direction with the implementation of the CAR's policy.

It is interesting to note that article in the Army Times dated Dec. 17, 2001, discussed the importance of stabilizing the force and reducing the number of PCS moves for Regular Army soldiers. The article was titled "Panel Wants to Improve Morale by Cutting Moves." The Senate Appropriations Committee has proposed that the Pentagon achieve a 30 percent reduction in PCS moves by October 2004. If this initiative is approved more military personnel would stay longer and the number of moves in a military career would be reduced.

The Chief, Army Reserve, is ahead of the field in this initia-

tive. It is expected that the PCS policy will continue, with only minor changes, in FY 2002. I have directed Personnel Managers at the Full Time Support Management Directorate to continue to implement the CAR's guidance with particular focus on the following four areas:

1. No soldier will be moved solely for Time On Station, but when a move must be made, Time On Station will be given strong consideration when determining who will fill a given position.
2. No PCS move will be executed for any reason not listed in the Chief Army Reserve's PCS memo dated Jan. 3, 2001.
3. No soldier in a low strength RSC/DRC (less than 94 percent fill) will be moved out of that Command without the written recommendation (DSA Form 4187) from the losing unit commander or his designated representative. (Exceptions are OCAR Directed, Boarded Selections (Not including nominative positions) and promotions where no higher graded position vacancy exists in the current RSC/DRC.
4. No PCS order (CONUS moves) will be published with less than a 90-day report date without the written approval (DA form 4187 or e-mail) from the losing commander/command representative. OCONUS moves will have at least a 180 window unless the losing commander and the soldier agree in writing to an earlier departure date.

All AGR soldiers can expect FTSMD personnel managers to follow the rules that the Chief, Army Reserve, has established. We will continue to accomplish our primary mission which is to support USAR readiness. The bottom line at FTSMD remains: The right AGR soldier, to the right place, at the right time!

Making the grade in the AGR program

A few statistics can give you a profile of the officer who earns the eagle

by Maj. Linda Caswell

Wonder what it takes to obtain the eagle? Take a look at the faces behind those selected for promotion on the Army Reserve colonel promotion selection list released in December. Some of these facts may surprise you.

Keep in mind that statistics often mislead and that promotion board membership varies from year to year. So use this only as a guide, or better yet, a nice-to-know bit of trivia.

There were a total of 122 AGR lieutenant colonels considered for promotion. Of those, 71 were selected. Seventy-two percent of those considered for the first time were selected. An additional thirty-one percent were selected on their second, third or fourth opportunity for promotion consideration.

Most of the selectees (49) were lieutenant colonels with a date of rank in 1997.

The average age of those selected was 48.2 years old. The majority were male, for a total of 64 of the 101 considered. Only seven women were selected of the 21 considered. Average number of years of active federal service was just over 19 years. The men averaged 70 inches in height and 187 pounds. The women were 65 inches and 146 pounds.

Fewer than half of our new colonels-to-be carry a functional area designator. More infantry officers were selected than any other branch and half of all those selected had at least one skill badge (airborne, air assault and so forth).

Statistics imply that the type of assignment in which an officer serves may be important to his or her promotion potential. Half of the selectees served at least one assignment in the National Capitol Region.

Thirty percent have served at AR-PERSCOM and 27 percent of those selected were assigned to the USARC at

some time during their career. Most surprisingly, over 70 percent of those selected served at least one overseas tour, either as an AGR officer or while serving in the active Army.

Forty-one of the lieutenant colonels selected had company commands, and 12 served or are serving as battalion commanders. A total of 18 had joint assignments.

It is important to note is that this analysis does not include individual job performance. Demonstrated performance, as documented in officer evaluation reports and award certificates, is critical to the outcome of the board. Simply being in the right type of assignment is not enough. Performing at — or above — standard is what counts.

Military and civilian education levels were also scrutinized. All had completed the Command and General Staff Course, or CGSC (at least 50 percent), yet only four attended the 10-month resident course at Fort Leavenworth, Kan.

Twenty-two of the selectees completed the Army War College; with 14 attending the resident course.

All but two officers completed a degree at the bachelor's level or higher. Forty-three had master's degrees, or the equivalent. There were two doctorates and three juris doctors (law doctorate) among the selectees.

While this data is not all-inclusive, it does give you a picture of the Army Reserve's future leadership.

As its ranks mature, its officers are becoming more educated, skilled and prepared, through their diverse backgrounds and assignments, to lead the Army Reserve well into the future.

Maj. John Manning of the U.S. Army Reserve Personnel Command's Personnel Proponency Office supplied the statistics used in this report.



The Gateway

A special pullout section of the Hub

Winter 2002

Story coordinator

Lt. Col. Norma Nixon

Full Time Support

Management Directorate

AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to all AGR and military technician personnel as well as to the employees of the U.S. Army Reserve Personnel Command, or AR-PERSCOM. This insert is governed by Army Regulation 25-30.

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To change your address, contact your personnel manager.

First FADB scheduled for April

sonnel file, or OMPF.

Although the structure continues to change, it is important to have an understanding of the current structure. Below is a chart listing the current (as of October 2001) required and authorized positions by grade and duty military occupational specialty, or DMOS. You can see that there are a few FAs (40, 47, 48 and 52) that are not in the AGR program and probably will not be in the future. Approximately 30 percent of the required and authorized positions are coded as officer generalist positions (O1A and O2A). AR-PERSCOM officials are working to recode many of these positions so that the duty position matches a valid DMOS.

In conjunction with boarding officers for functional areas, the board will designate a career field. The CFs are groupings of functionally related officers by their branch or functional areas. There are four CFs:

- operations career field, or OP CF;
- information operations career field, or IO CF;
- institutional support career field, or IS CF; and
- operational support career field, or OS CF.

It is important to understand that, although the regular Army uses the career fields for promotion purposes, the USAR will not use career fields in this way at this time. Furthermore, some officers will not receive a functional area designation. These officers will be designated into the operations career field with their branch being the primary method of assignment determination.

The soldiers in the zone of consideration for this board will receive their board packets this month so study DA Pam 600-3 to ensure you request the right preference to match your skills and desires, and find your documentation that supports these skills.

Find out more about this topic on the Internet.

DA Pam 600-3 can be found at:

http://www.usapa.army.mil/pdffiles/p600_3.pdf

Regular Army FADB process:

<http://www.perscom.army.mil/opfamdd/fad.htm>

Regular Army Officer Personnel Management System XXI brief:

<http://www.perscom.army.mil/tagd/oers/pcc1/sld001.htm>

Maj. John Manning works in the Personnel Proponency Office at the U.S. Army Reserve Personnel Command.

Career Field	Branch or FA	DMOS	1LT	CPT	MAJ	LTC	COL	TOTAL
Operations	Infantry	11	0	3	1	1	1	6
Operations	Aviation	15	5	14	18	6	0	43
Operations	Engineer	21	10	47	60	41	4	162
Operations	Signal	25	0	9	32	14	4	59
Operations	Military Police	31	0	9	24	6	1	40
Operations	Military Intelligence	35	0	8	33	18	3	62
Operations	Civil Affairs	38	0	28	59	37	10	134
Operations	Psychological Operations	39	0	9	20	10	1	40
Operations	Adjutant General	42	1	26	49	16	3	95
Operations	Finance	44	0	16	16	5	0	37
Operations	Chemical	74	2	16	5	6	1	30
Operations	Transportation	88	2	42	49	13	1	107
Operations	Logistics	90	0	23	86	56	12	177
Operations	Ordnance	91	1	22	22	3	0	48
Operations	Quartermaster	92	0	74	40	11	0	125
Information Operations	Info Systems Engineering	24	0	5	10	5	0	20
Information Operations	Information Operations	30	0	0	1	3	1	5
Information Operations	Strategic Intelligence	34	0	0	0	1	0	1
Information Operations	Public Affairs	46	0	0	15	16	1	32
Information Operations	Information Systems Mgt	53	0	3	39	16	0	58
Information Operations	Simulations Operations	57	0	0	1	0	0	1
Institutional Support	Human Resources Mgt	43	0	6	29	47	8	90
Institutional Support	Comptroller	45	0	7	22	15	2	46
Institutional Support	Ops Research/Syst Analysis	49	0	7	16	7	0	30
Institutional Support	Force Development	50	0	1	29	47	2	79
Institutional Support	Strategic Plans and Policy	59	0	0	3	7	2	12
Operational Support	Acquisition	51	0	2	17	17	2	38
Not Boarded	Officer Generalist	1	0	87	376	258	73	794
Not Boarded	Combat Arms Generalist	2	0	5	21	22	1	49
Not Boarded	Health Services Generalist	5	0	1	11	4	6	22
Not Boarded	Judge Advocate General	55	0	4	49	19	3	75
Not Boarded	Chaplain	56	0	0	14	10	4	28
Not Boarded	Army Nurse	66	0	26	50	53	6	135
Not Boarded	Medical Service	67	0	0	2	7	1	10
Not Boarded	Health Services	70	0	55	129	64	7	255
Total	X	x	21	555	1348	861	160	2945

NCO promotions use a four-step process: Select, conditionally promote, train, promote

by Master Sgt. Michael Suellau

Q: When do you “own” your promotion?

A: When you fulfill your NCOES requirement.

In the old Army, there was such a thing as “soft rank” for non-commissioned officers. It referred to the ranks of specialist fifth class, specialist sixth and specialist seventh. These ranks were held by NCOs who had not completed the leadership training commensurate with those grades. It was clear and easy to recognize who had not completed leadership school due to the unique rank that was worn.

Today, we know that NCOs receive conditional promotions, and they wear the “hard stripes” from Day 1 of the date of rank. Someone who has not completed the requisite leadership training today does not stand out as they did in the past just by appearances.

It may not be immediately noticeable, but NCOs in this category are not fully qualified. Furthermore, their rank is only being “borrowed” from the Army until it is paid in full by completing the requisite course in the Non-Commissioned Officer Education System. Here’s the promotion process that creates the NCOES requirement.

Through the years, you have sacrificed your mind and body to the Army. You have set yourself apart from your peers and have proven yourself worthy of the increased responsibility of the next higher rank. Your promotion packet reflected your excellent performance and potential. You are a sharp NCO who planned ahead by ensuring that you met all of the promotion eligibility requirements, including — but not limited to — earning a passing score on the Army Physical Fitness Test (a record APFT, not a diagnostic APFT) and meeting height/weight standards within the last 270 days of the promotion effective date. So, when the promotion list is released, you get the call from your PMNCO congratulating you on being selected for promotion.

You have already thought through this possibility and are prepared to say, “Yes, I will accept my promotion.” You know it comes with more pay, more responsibility and more prestige. When you say yes to your promotion, you are also saying yes to NCOES. Regarding your NCOES school attendance, your PMNCO will ask you if you will drive or fly to school and if you have a significant life event — such as marriage or the equivalent to a Red Cross message circumstance — foreseen in the next 365 days. If so, the Full Time Support Management Directorate, or FTSMD, will schedule around that event. Once scheduled however, you must go through the command deferment process to change a class date.

Most NCOs’ promotions will require a permanent change of station, or PCS. NCOES is no longer authorized for temporary duty, or TDY, enroute to your new duty station; therefore, it may be scheduled before you PCS or after — be ready for either. If it

is set for after you PCS, it is critical that you contact your personnel manager to update your contact information, such as your work telephone number, home address and home phone. This will help prevent problems that may put your rank in jeopardy.

About two weeks prior to your promotion effective date, you receive your promotion order. You are so excited that you read every word on the page carefully. You see that the order states in capital letters that your promotion is not valid and it will be revoked if you are not in a promotable status on the effective date of promotion. In the additional instructions, you read that soldiers accepting a conditional promotion and are subsequently denied enrollment, declared a “no show,” become academic failures or otherwise do not meet graduation requirements, will be reduced to the grade and rank held prior to the conditional promotion.

In light of the critical nature of fulfilling your conditional promotion obligation by completing the NCOES requirement, it’s imperative that the following general information and recommendations are considered:

1. FTSMD is the sole responsible training authority for AGR soldiers attending NCOES. Nowhere in the Army are training funds and quotas abundant; therefore, it is your responsibility to be physically ready to go to school just as you are ready to go to war. The Army is counting on you for a “One shot – One kill” regarding NCOES attendance. This means you are fit to fight and ready to go as the needs of the Army dictate within the one-year requirement, and you are scheduled once, you attend and you graduate. Yes, you are part of the most powerful armed force on the planet, and the needs of the Army will prevail. Get ready, be ready, stay ready. Set this as a priority in your career and fulfill this obligation when you are first scheduled.

2. Key dates of rank — Soldiers with a DOR before Oct. 1, 1992, are considered NCOES-qualified for their current grade held in accordance with TRADOC Regulation 351-10. Conditional promotions in the USAR were effective in the 1994 calendar year. Before that time, promotions were not linked to NCOES; however, soldiers had to complete the required NCOES before they could be promoted again. Soldiers with DOR between Oct. 1, 1992, and the effective date of the conditional promotion system in 1994 are still required to attend NCOES. If they fail to attend, they will not be NCOES-qualified for their grade, will not be eligible to compete for promotion and are subject to possible Qualitative Management Program, or QMP (separation), action.

3. The priority of scheduling NCOES is by date of rank and by promotion sequence number within each military occupational specialty, or MOS. To be scheduled for NCOES, you must hold the respective rank to the level of NCOES or be on a promotion list to that rank. [You must be a sergeant (promotable) or a staff sergeant to attend the Basic Non-Commissioned Officer Course,

or BNCOC, and a staff sergeant (promotable) or sergeant first class to attend the advanced course, or ANCOC.) Another possibility is to be selected by the promotion board to specifically attend NCOES even though you were not selected for promotion. A special circumstance is when a sergeant first class is grandfathered by DOR and then is promoted to master sergeant. NCOs in this category will attend ANCOC as a master sergeants, because the DOR exemption will not apply to the new rank. If you are on a promotion list, FTSMO will automatically schedule you.

4. NCOs requesting deferment must complete a justified request on a Department of the Army, or DA, Form 4187 or memorandum format and submit it through your chain of command (regional support command/division/major Army command). PMNCOs are not in the NCOES deferment process – it is a command action. After being deferred, you must initiate rescheduling with a DA Form 4187 through your command channels. It will state what date you became eligible to attend school. The time clock starts ticking again from that time. All requests for deferment will include the latest record APFT with height/weight information. The approval authority signature is as follows:

a. Outside of 45 days prior to start date of school, an officer

with the rank of colonel must sign.

b. Within 45 days of start date, a general officer signature is required to approve.

5. For information regarding your particular NCOES school, go to the web site for the academy you will attend and to the Army Training Requirements and Resources System, or ATRRS, web site (<http://www.atrrs.army.mil>) as well as to your unit training NCO and your first sergeant, who will counsel you regarding your conditional promotion.

Questions regarding the above information are referred as follows:

a. Individual soldier inquiries are directed to your PMNCO.

b. Command inquiries are directed to your regional account manager.

Keep this to refer to it in the future and tell a friend. Remember to be at least as passionate about NCOES as you are about your promotion. They go hand in hand.

Master Sgt. Michael Suellau is the assistant chief of the Military Personnel Branch under the Full Time Support Management Directorate's Enlisted Management Division. As a former Professional Leadership Development Course, or PLDC, instructor, he is "very passionate about the critical nature of NCOES."

Recent terrorist attacks serve as reminder: Update your emergency data, SGLI forms

by Sgt. 1st Class Jennifer Wade

Due to the recent terrorist attacks and the resulting mobilization, the Full Time Support Management Division is compelled to reiterate the importance of maintaining an updated DD Form 93 (Record of Emergency Data) and SGLV-8286 (Servicemembers Group Life Insurance Election and Certificate).

In accordance with AR 600-8-1 documents must be typed or printed legibly in ink without errors, correction fluid or strikeovers – except for the following:

Signature, to include middle initial, if applicable.

Reduction or refusal of insurance.

The DD Form 93 is a extremely important form used by you to show the names and addresses of your spouse, children, parents and any other person(s) you would like notified if you become a casualty, and to designate beneficiaries for certain benefits if you die. See the back of the form for instructions in how to correctly prepare the form.

Always remember **it is your responsibility** to keep your DD Form 93 up to date to show your desires as to beneficiaries to receive certain death payments and to show changes in your family or other dependents listed. Review the DD Form 93 annually; enter the date of the review in pencil below item. A new form is prepared when if there is a change in any item (except unit), five years have elapsed since form was submitted, or five years will elapse before the next annual review.

In accordance with AR 608-2 "review and update SGLV-8286 anytime there is a change or during any records audit. A new SGLV-8286 is not required when the only change is the soldier's

unit of assignment. If no update is required during any records audit, the soldier will initial and enter date in pencil, on the bottom right margin of the form." Ensure that the coverage amount and beneficiary designations are current.

Soldiers may designate any person, firm, corporation, or legal entity, including their estates as designated beneficiaries. If the soldier elects an unusual beneficiary, write a memorandum for record of counseling on the bottom of the SGLV-8286 (e.g. soldier has been counseled regarding this unusual beneficiary designation, (insert date)). Proceeds from insurance cannot be paid to minors, except for the minor surviving spouse.

After completion of both forms, the soldier receives a copy, forwards a copy to finance, and the original is mailed to FTSMO-MPRJ custodian at one of the following addresses:

Commander
AR-PERSCOM
ATTN: ARPC-ARE (Enlisted Records)

1 Reserve Way
St Louis, MO 63132-5200

or

Commander
AR-PERSCOM
ATTN: ARPC-ARO (Officer Records)

1 Reserve Way
St Louis, MO 63132-5200

Sgt. 1st Class Jennifer Wade is the non-commissioned officer in charge of the Full Time Support Directorate's Enlisted Records Division.

Here's how to reach the FTSMMD staff

FTSMMD uses an automated call processor telephone system. Dial any of the three phone numbers below, and the menu choices will direct you to the right office. If you know your party's four-digit extension, you may bypass the menus by pressing 1 after the tone, then dialing the four-digit extension. This will take you directly to your party. If you do not know the four-digit extension, the menu choices will direct you to the right office. **If you are not an AGR soldier, or calling about an AGR soldier, we cannot reroute your call.**

Commercial (314) 592-1234
Toll-free 1 (800) 325-4118
DSN 892-1234

To e-mail individuals, use the following format:
firstname.lastname@arpstl.army.mil

HEADQUARTERS (ARPC-AR)

5152 COL Gallagher, Barry B. Director
5152 LTC Nixon, Norma Deputy director
5152 SGM Knepper, Monte Dir SGM
5152 Brandt, Donna Admin officer
5152 Barnes, Sheri Dir secretary

ENLISTED MANAGEMENT DIVISION (ARPC-ARE)

5101 MAJ Spielvogel, Kenneth Division chief
5114 Williams, Margaret GO Corr/VIP/
Congressionals and EFMP

5101 SGT Tolbert, Delena Admin NCO

Operations

5115 MSG Tweedy, Arla Ops NCOIC
5115 SFC Burke, David Operations NCO

Personnel Management Branch

5102 SGM Bell, Traci Branch Chief
5104 vacant Asst Branch Ch
5121 Slantz, Jean Enlisted
Promotions Spc

Combat Arms, Combat Support, Combat Service Support Team

5120 SFC David, Brenda Team chief
5121 SFC Donovan, Timothy 11B/C/H/Z,
12B/C/Z, 13B/F/Z, 19D//K/Z,
25V/Z, 35E/J/W, 45E/K,
52D/X, 55B, 63J, 67U/Z,
68X, 88Z, 92R, 93P

5122 SSG Collins, Patrick 62B (A-K),
63B (A-K)
5123 SFC Thomas, Marshall 63D/E/H/J/T/W/
Z,
88H/K/L/M/N/P/T/U/X

5124 SSG Bryant, Stephanie 62B (L-Z),
63B (L-Z)
5125 SSG Jimenez, Jorge 92Y (A-G)
5126 SFC Chatman, Alicia 92Y (H-O)
5127 SFC Herron, Linda 92Y (P-Z)
5128 SFC Martinez, Thomas 37F, 38A,
77F/L/W, 92A/G/M

5129 SFC Appia, Jacqueline 31C/F/L/P/
R/U/W/Z, 51H/M/T/Z,
52E/G, 54B, 62N, 81L,
82D, 95B/C/D, 96B/D/H,
97B/E/L, 98C/G/H/Z

Career Management Field 71 Team

5130 MSG Johnson, Karen Team chief
5131 SFC Santiago, Hector 75H (SFC/MSG
A-K)
5132 SFC Clay, Dana 75H (SFC/MSG
L-Z)
5133 SFC Baker, Michell 71G, 91A/B/C/
E/J/S/W/X
5134 SFC Damiano, Joseph 71L
5135 SSG Ryan, Robert 75F, 75H
(SGT/SSG)

5136 SFC Richardson, Carla 75B
5137 SFC OrtizGuzman, Angel 46Q/R/Z,
71D/M, 73C/D/Z,
74B/C/G/Z

Career Management Field 79 Team

5140 SFC Gwynn, Alonda Team chief
79R (2nd Brigade)
5141 SSG Torres, Jose 79R (1st Brigade)
5148 SFC Washington, Clyde 79V (Retention
and Transition NCO)
5143 SFC Box, David 79R (3rd Bde)
5145 SSG Tomlinson, Tony 79R (5th Bde)
5146 SSG Conway, George 79R (6th Brigade)
5142 SFC Moran, Sandra 79R
(Accessions)
5147 SFC Fierro, Gabriel 79R
(Accessions/
Detailed Recruiters)
USAREC liaison

5149 MSG Fitts, James

Accessions Team

5111 Vitale, Jean Team Chief
5112 Ashford, Cheryl Accessions Tech
5112 Roberts, Angel Accessions Tech
5112 Boyce, Troynell Accessions Tech
5112 Poe, Pier Accessions Tech
5112 Sendejas, Rick Accessions Tech
5103 SFC Humphries, Charles Marketing NCO
Military Personnel Branch (ARPC-ARE-M)
5106 vacant MPB Chief
5110 MSG Suellau, Michael Asst MPB Chief
5159 SFC Tillman, Burnadette Special Actions
NCO

Personnel Records Branch (ARPC-ARE-MR)

5104 SFC Wade, Jennifer NCOIC

Enlisted Records

5107 SSG Pettigrew, Jeff Team leader
5108 SSG Rivera, Javier Team leader
5109 SSG Rodriguez-Guzman,
Maritza Team leader

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5116 Bredensteiner, Charlotte Branch chief
5105 Lawrence, Delgenia Team leader
5105 Manzotti, Veronica Compassionates/
Relieved recruiters
5105 SSG Daily, Donald Flags/Local bars
5105 Bossard, Julie TDRL/Medical
5105 Upchurch, Chris QMP/VERP

OFFICER MANAGEMENT DIVISION (ARPC-ARO)

5171 LTC Knight, Betty Division chief
5171 MAJ Caswell, Linda Ops officer
5171 SFC Joers, Alfred Ops sergeant
5171 Ferguson, Vicki Ops, IG/ROTC

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5173 Comley, Pat Officer
accessions
5173 Massander, Connie Officer
accessions

Officer Management Team

5185 MAJ Rowe, Robert Team chief
5183 CPT Dederer, Richard 88, 90, 91
5179 MAJ Johnson, Linda 92
5170 Wilson, Hallie (DA 1506 &
Retirement)
5180 MAJ Dekle, Michael (MS, 70 series)
5177 MAJ Moore, Linda 46A, 55, 56, 66
(ALLAFS)
5169 Laswell, Celeste 41, 42, 43
5178 MAJ Luettgen, Susan (DA 1506 &
Retirement)
5174 Peterson, Crystal 18, 31, 38, 39,
50, 74

5184 MAJ Lynch, Mark 01, 11, 12, 13,
14, 15, 54
5188 vacant Overseas
5182 MAJ Harris, Gregory 25, 44, 45
5176 MAJ Rogers, Billy 21, 35
5189 Dobkin, Loretta (Retirement-
AFS)

Warrant Officer Section

5187 CW5 Schey, John Section Chief/
91XX, 15XX,
all CW5s
5186 CW4 Moore, Arcelia WO1-CW4

Records Team

5175 SFC Brockman, Curtis Team Chief
5175 SGT Swartout, Brian Records NCO
5175 Smith, Claudia Mil tech

Special Actions Branch (ARPC-ARO-S)

5172 Nahlen, Sharon Branch chief
5172 McNeill, Jeffrey DAADB
5172 Kinslow, Janet Flags/Medical
compassionates/EFMP

DISTRIBUTION DIVISION (ARPC-ART)

5190 LTC Lawrence, James Chief
5191 Brown, Angela Trng coord

Command Actions Branch (Reg Acct Mgr)

5197 Stumpf, James Chief
USAREC, other commands

5194 SSG Camacho, Lillian 70th RSC,
88th RSC, 91st Div, 96th RSC,
244th Avn Grp, 416th Eng Cmd, AMC, FORSCOM

5196 SFC Rodriguez, Samuel 7th ARCOM,
65th ARCOM, 84th Div, 98th Div, 104th Div,
OCAR/DA/NCR

8th Army, 9th RSC, HQ EUCOM,
HQ USAREUR, NCO Academy Dix/Lewis/McCoy,
SOCOM, SPOC

5195 SFC Miller, Cloud 9th TSC,
19th TAACOM, 78th Div, 80th Div,
89th RSC, 99th RSC,
108th Div, 310th TAACOM, TRADOC

5158 Morrow, Sandra 3d MEDCOM,
75th Div,
77th RSC, 85th Div, 94th RSC,
100th Div, 311th COSCOM,
335th Sig Cmd

5198 SFC Lipscomb, Libby 63rd RSC,
90th RSC, 95th

Div,
ACOM, AR-PERSCOM, ASOC, REDCOM,
USAG,
ARRTC, 377th TAACOM

5199 SFC Sanders, Carlos 81st RSC,
87th Div, 143rd Trans,
412th Eng Cmd, JointHQ(CINCs),
NAAD/RTS MED, USARC

Information Management Branch
5193 MSG Kitchen, Eric Branch chief

Senior AGR Management Office (ARPC-ARS)
5109 SFC Wade, Jennifer Records NCO
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COMBINED FUNCTIONAL AREA DIVISION

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0608 MAJ Espaillat, Francisco Division chief
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0608 MAJ Mfumu, Steve 51
0608 MAJ Teague, Chris 30, 34, 49, 59
0608 Rippee, Thomas Admin/
Accessions
0608 Schenk, Diana Cert/Boards
0608 Shea, Kathleen Trng/Tours

Battlefield transfusions aren't only cause of this liver ailment

Body piercing, tattoos put you at risk

by Sgt. 1st Class Cheryl Rowland

Sports fans might know that Baseball Hall of Famer Mickey Mantle hit 18 World Series home runs, which is still a record. However, he is also well-known for the liver transplant that postponed his death from liver disease until Aug. 13, 1995.

Most people believe that Mickey Mantle's alcoholism led to his liver disease. The fact is, he was infected with Hepatitis C, and his alcoholism just made the situation worse.

Hepatitis is a "silent epidemic" that's sweeping the world. Singer Naomi Judd, and singer/actor Jim Nabors are two celebrities who have been infected with Hepatitis C, but the disease is not limited to sports figures and entertainers.

In developing countries, the Hepatitis C epidemic equals or surpasses the AIDS epidemic. This means that in many places there are more people infected with Hepatitis C and therefore more potential deaths from liver disease than HIV-infected people and deaths from AIDS, according to "Hepatitis C : The Silent Killer" by Carol Turkington. Approximately 6 million people know they are infected, and many don't even know it.

Hepatitis is a disease causing inflammation of the liver. There are six types of Hepatitis: A, B, C, D, E and G; B and C are most deadly. (See story about the hepatitis alphabet on next page.)

What is hepatitis?

Hepatitis C, or HCV, is a viral infection passed primarily by blood products. Difficult to treat effectively and to prevent because, just like AIDS, Hepatitis C is a chronic, persistent infection that has found a way to evade the defenses of the immune system. It is known to have survived in dried blood for longer periods than many other viruses (such as HIV) — possibly as long as six months, according to Turkington. Therefore, it is imperative that a patient with HCV keeps all abrasions or wounds covered until completely healed.

HCV is a "mystery virus" because it has few symptoms and can hide in the body undetected for years. In fact, some people who have the virus never develop liver disease. But about half those affected do eventually develop a chronic form of the infection that in time will destroy the liver, either by cirrhosis or cancer. Mickey Mantle's hepatitis C led to his eventual death from liver cancer.

When a patient is diagnosed with HCV, the knowledge can be life shattering. A patient faces an uncertain future with all the fears attendant on the prospect of a chronic, painful disease and possibly death. This knowledge can be devastating, and infected people need good advice and support by family, friends and co-workers.

Because it is passed primarily through blood, individuals close to the patient do not need to take any extraordinary precautions.

Drug abusers and hemophiliacs are at the highest risk, but anyone can acquire this virus. Almost half of its victims have no idea where they contracted the virus, according to the book. But if you received a blood transfusion prior to 1992, it is possible you were infected.

There is evidence that, just as HBV can be passed through body piercing and tattoos, so can HCV. There is evidence that shows that HCV has mutated itself to allow it to live in the tattoo inks so you can still be infected even if the tattoo artist uses new needles. Forty percent of individuals infected with HCV do not even know how they were infected. Servicemembers, especially Vietnam veterans, have a great risk of infection, due to battlefield transfusions.

Street drug use can also spread hepatitis C.

Remember, hepatitis C can be spread by something as innocent as a toothbrush or a razor because it might have blood on it. If you're on a sleepover and you don't have your personal-care items with you, wait until you get home to brush or shave. Even nail files and tweezers can be contaminated with blood. In addition, hepatitis C can be spread by sex. This doesn't happen very often, but it is best to use precautions (condoms) if you are intimate with more than one steady partner.

If you find out you have HCV, you must stop using alcohol and drugs immediately to lessen the damage to your liver.

What is the treatment?

A patient is identified with Hepatitis C with an antibody screening and confirmed through highly specialized tests that will determine if there is virus present. If the virus is present, then the next step is a liver biopsy, which determines the damage to the liver. The patient will then start the current treatment whether the infection is acute (recently infected) or chronic (long-term infection). The treatment is interferon- alpha injections.

Interferon occurs naturally in the body and helps it fight infection. The interferon in the injections is synthetic and adds to what the body already produces.

Unfortunately, it is very difficult to identify persons with acute infection, because there are no obvious symptoms and doctors consider it impractical to routinely screen the blood of everybody with identifiable risk factors, especially since 40 percent of HCV patients have no known risk factors, according to "The Silent Killer."

Interferon treatment requires injections three times a week for between six to 12 months, but may be as long as 18 months, the book said. It is not an easy schedule and is very expensive: A month's supply of the medication can cost \$1,575. The patients inject themselves, and, after eight weeks, it will be determined whether or not the patient is responding. If not, then the treat-

ment will be stopped.

Interferon reduces or eliminates the damage to liver cells in about half of those who take the drug for six months. However, up to 60 percent of patients who seem to respond at first will then suffer a relapse (that is, their liver enzymes rise again) within several months after the drug is stopped. There are some common side effects associated with interferon treatment:

- Flu-like symptoms;
- Appetite and weight loss;
- Nausea or vomiting;
- Increased need for sleep;
- Psychological symptoms (irritability, anxiety, depression); and
- Hair loss (mild).

Some patients don't experience any of the side effects or only experience mild side effects.

To boost the effectiveness of interferon-alpha, it is now being combined with Ribavirin, an antiviral drug (taken in pill form for hepatitis). The possible side effects of Ribavirin are:

- Metallic taste (occurs off and on throughout treatment);
- Dry mouth;
- Nausea;
- Headache;
- Irritability;
- Fatigue;
- Insomnia;
- Rashes; and
- Muscle pain.

A drug in development — Peginterferon alfa-2b, which is pegylated interferon — was approved in January by the Food and Drug Administration as an effective tool in the fight against

hepatitis C, according to WebMD.com. It is less readily excreted from the kidneys than the interferon now in use, so it remains at consistently higher levels in the blood. Unlike interferon-alpha, patients only need to take it once a week, which can cut down on side effects and the psychological toll of three injections a week (needed for interferon-alpha).

Peginterferon alfa-2b might be the drug of choice for some patients because combination therapy has been linked to heart and blood problems, according to WebMD.com. Peginterferon alfa-2b can be part of combination therapy, just as interferon-alpha can.

What is the prognosis?

As serious as Hepatitis C is, it does not carry an automatic death sentence: It can be a benign disorder with no symptoms, or it can lead to chronic problems linked to progressive liver disease, cirrhosis and liver cancer. This disease may progress at a slow rate, with no symptoms or physical signs in most people for at least 20 years after the initial infection.

Until there is a vaccine or cure for Hepatitis C, it is a lifelong disease. It is recommended that HCV patients be vaccinated for both Hepatitis A and B. Patients with HCV cannot tolerate being infected with another strain of hepatitis.

If you believe that you fit any of the risk categories, have your blood checked. If you give blood regularly, you don't need to worry: All agencies that draw blood now run a routine check for hepatitis infections.

Sgt. 1st Class Cheryl Rowland completed the 48 weeks' treatment required for chronic Hepatitis C, genotype 1a or b. She was once in remission but has relapsed. However, she continues to be productive in her work and has started on Peginterferon.

Take a moment to learn hepatitis alphabet

Hepatitis A, or HAV, previously known as infectious hepatitis, is the least dangerous of all viral forms of hepatitis. It is also the most easily prevented, since it is spread through contaminated water and food and is excreted in stools. In 1999, St. Louis experienced an HAV infection. Average time for the virus to produce symptoms is six weeks. There is a vaccine for HAV that is very effective. It is typically given in two doses, six months apart.

Hepatitis B, or HBV, is a much more complex and serious virus than HAV. It was clinically diagnosed in the 1930s. Like hepatitis C, it is a silent killer and is transmitted through contaminated blood or blood products, or via a tiny cut or abrasion. It can also be transmitted sexually, during tooth brushing, ear piercing, tattooing, dental work and childbirth. It may take as long as six months to produce symptoms. There is a vaccine for hepatitis B; in fact, it is now given as a routine immunization for all infants. The vaccine requires three shots over a six-month period. The first two are given a month apart and the last, four months later.

Hepatitis C, or HCV, is the sleeping giant. HCV can take many years to produce symptoms. HCV is the leading cause for liver transplants in the United States. Three out of every four people who become infected with HCV will be infected for life, and up to half will develop cirrhosis, or scarring, of the liver. There is no vaccine available for hepatitis C because it keeps mutating itself.

Hepatitis D, or HDV, is a virus that can only survive in cells also infected with hepatitis B. It needs the HBV's coating material to survive.

Hepatitis E, or HEV, is believed to be transmitted through the feces of an infected person or by eating food contaminated by feces, especially raw shellfish. The normal course of infection appears to be acute, but relatively harmless. A vaccine is being developed for this type of hepatitis.

Hepatitis G, or HGV, is transmitted through infected blood products but does not appear to cause serious liver damage. It first appeared in 1993 and seems to be common in the United States. Patients infected with HGV develop no symptoms and recover quickly after a mild illness.

What about hepatitis F? In 1994, an investigator reported finding viral particles in the stool of post-transfusion, non-A, non-B, non-C, non-E hepatitis cases (J Virol 1994;6:7810), according to the Johns Hopkins University Division of Infectious Diseases web site, <http://www.hopkins-id.edu>. Injection of these particles to Indian rhesus monkeys presumably caused hepatitis, and they were named hepatitis F. Subsequently, this finding has not been confirmed, and it is generally assumed the viral particles were incidental findings. Thus, there is no hepatitis F, but the position in the nomenclature for the time being has been occupied.

AR-PERSCOM IMA soldier tackles homeless veterans problem head on

by Andrea Wales

Because it's been said that the military is a microcosm of society, it's not surprising that some of the homeless are veterans. Unfortunately, about one-third of the adult homeless nationally are veterans, according to the Department of Veterans Affairs.

Newly promoted Sgt. Maj. Ginny Stickler is doing something about it. She goes out to homeless shelters and tries to recruit people — not for the Army but for a VA rehabilitation program. Stickler is an individual mobilization augmentee who recently came off annual training in the security office at the U.S. Army Reserve Personnel Command. In her civilian job, Stickler, who holds a doctorate in human services, is a VA health-science specialist and the Menlo Park, Calif., outreach coordinator for the Palo Alto Domiciliary Care for Homeless Veterans. DCHV is a national program.

This VA rehab program is a four- to six-month in-house program for veterans who have fallen on hard times and become homeless. The program is based on a self-help model. During their stay, they get rehabilitation from clinical psychologists, licensed clinical social workers, and other past and currently recovering veterans, she said.

"They're in a position to help other homeless veterans," Stickler said.

She travels to shelters in the San Francisco Bay Area, talks to the homeless, finds out who are veterans, explains the program and gives them the telephone number they need to register for the program. Vets across the nation can call the toll-free VA hot line at 1 (800) 827-1000. They will automatically be connected with the VA regional offices that serve them. VA officials there can direct them to DCHV, usually found at VA medical centers.

"We have a structured in-house program conducted by the best psychologists, social workers and health techs in the country," she said. "We teach them (homeless veterans) new thinking skills in order to keep them from going back to drinking, using drugs and becoming homeless."

Besides teaching new techniques to improve cognitive thinking, the VA program helps them

- get treatment for any emergency medical and dental problems;
- obtain state disability income while they're in the program; and
- find employment once they've been in the program 90 days.

The program's success rate? One-third to one-half of the vets are employed, housed and sober six to 12 months after program completion.

The catch? "They have to want to change," she said.

Unfortunately, some homeless vets are not ready to make a commitment to change: Some are just looking for another place to stay after the shelters tell them it's time to find another place to live, Stickler said.

"A lot of them have post-traumatic stress disorder from Vietnam and Desert Storm," she said. "They try to treat their PTSD with drugs and alcohol: They try to self-medicate. It just compounds the problem."

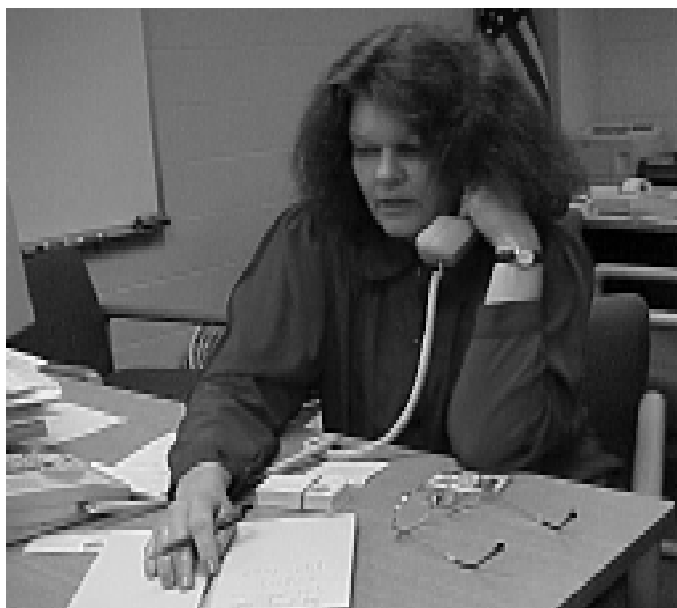


Photo by Andrea Wales

Sgt. Maj. Ginny Stickler makes a call to the Department of Veterans Affairs in the AR-PERSCOM Security Office.

Stickler said that vets can also suffer PTSD as a result of non-combat situations — training accidents, for example.

"Culturally, men are conditioned to handle their own problems, and it's seen as a sign of weakness to admit that they have a problem when they're discharged," she said.

"Every human being comes from a dysfunctional family: Some are more dysfunctional than others," Stickler said. "Many return to ... an environment where the people readily use alcohol and drugs. The neighborhood is ... drug-infested. Some of that (introduction to drug culture) occurred before they entered the military, and it got worse as they evolved through life."

These things make it easier to try to solve problems through alcohol and drugs. This self-medication may numb the pain, but it does not solve the problem.

Drug and alcohol use increases the user's financial problems and deteriorates his health, Stickler said.

"You lose your job, your family, your home and your life. Homelessness is one step away from the grave, really," Stickler said. "They have to hit bottom before they seek help, and 'bottom' means different things to different people."

Homeless vets are sometimes reservists. During her visits to bay-area shelters, Stickler was surprised to find two National Guardsmen and an Army Reservist who serves in a troop program unit, or TPU.

"In my wildest dreams, I never thought I would encounter homeless reservists in homeless shelters, but they're there," she said.

Stickler must determine if homeless people are eligible. If they have been called to active duty for one day or more by the presi-

dent of the United States, they are eligible for VA benefits.

"Leadership needs to be aware that there are homeless National Guardsmen and Reservists out there," she said. "They are afraid to bring that to the attention of the leadership because they might be asked to leave the Guard or Reserve. The soldier needs to know that it's safe to bring this issue to his leadership and not fear discharge ... because of it."

Leadership must determine if the soldier is eligible for VA benefits by calling the nearest office of the Department of Veterans Affairs or by calling the toll-free VA information number, 1 (800) 827-1000. If the soldier is not eligible for VA benefits, leadership should call the nearest active-duty military installation's Army Community Service, (Navy and Marines) Family Services or (Air Force) Family Support Center.

"They will assist the soldier in whatever services he needs," said Stickler, a former ACS director in Korea, Japan and Bahrain.

Even as a WM — woman Marine, or wild Marine, to the uninitiated — "I'd always really enjoyed helping people." (Stickler has been in Family Services/ACS work for almost 20 years.)

"Part of being a soldier is helping soldiers. I believe these young people can be very productive reservists and eventually leaders with the proper guidance and help from the Army and current leadership," she said. "These reservists have a leg up on those (homeless people) who have no military background: They are still doing a job for their unit and their country."

Stickler said she looks at the rehab program and ACS/FS/FSC programs as ways to help reservists who are down on their luck "be all they can be."

Homeless vets at a glance

On any given day, as many as 250,000 veterans are living on the street or in shelters, and perhaps twice as many experience homelessness at some point during the course of a year, according to the Department of Veterans Affairs web site at <http://www.va.gov>

Many other veterans are considered near homeless or at risk because of their poverty, lack of support from family and friends, and dismal living conditions in cheap hotels or in overcrowded or substandard housing, according to the web site.

Almost all homeless veterans are male (about 3 percent are women), the vast majority are single, and most come from poor, disadvantaged backgrounds, according to the VA web site.

Homeless veterans tend to be older and more educated than homeless non-veterans, according to the Department of Veterans Affairs web site.

Similar to the general population of homeless adult males, about 45 percent of homeless veterans suffer from mental illness and (with considerable overlap) slightly more than 70 percent suffer from alcohol or other drug abuse problems. Roughly 56 percent are African-American or Hispanic, according to the web site.

Drinking responsibly is vital to staying safe on the road

by David Fratta

The holiday season is a time for celebration, travel, family and friends. Unfortunately, it is also a time of increased risk for automobile accidents caused by impaired drivers.

When you make up your New Year's resolutions, be sure to include drinking responsibly and handing over your car keys to a designated driver.

Better yet, make it part of your lifestyle if you haven't already. (You might even consider becoming a designated driver.)

Here are some statistics to help focus your attention on the problem of impaired driving as well as actions that can be taken to reduce impaired-driving injuries and deaths.

"Alcohol-impaired or intoxicated drivers or pedestrians put themselves and others at greater risk in motor vehicle crashes," according to the National Highway Traffic Safety Administration, or NHTSA. "Years of data show they are about 50 percent more likely to be involved

in crashes resulting in a fatality or an injury."

A total of 41,821 people died on the nation's highways in the year 2000. In the same period, 16,653, or 40 percent, of all traffic fatalities involved alcohol. This figure reflects an increase from the historic low of 38 percent in 1999, and the first increase in alcohol-related deaths since 1995.

Behind each of these statistics is somebody's loved one, a daughter or son, husband or wife. Each of these deaths was tragic and preventable.

"While the nation has made great progress in reducing alcohol-related traffic fatalities by more than 40 percent since MADD was founded in 1980, in the last few years we have seen a plateau in this progress," said Millie I. Webb, the national president of Mothers Against Drunk Driving, commonly known as MADD. "Now it appears the nation is losing ground in this battle to save lives and prevent injuries."

Missouri had 511 alcohol-related traffic deaths in 2000, accounting for 44 percent of all traffic deaths in the state. In order to reduce alcohol-related fatalities and to comply with federal guidelines, Missouri recently lowered its drunken driving limit from a BAC of 0.10 to a blood alcohol concentration, or BAC, of 0.08.

BAC is the amount of alcohol present in one's blood system. BAC increases with each alcoholic drink consumed. Since BAC does not distinguish between beer, wine and "hard liquor," any alcohol consumed will increase a person's BAC.

BAC level varies from one person to another, depending on a number of factors such as gender, weight, health condition, medications and food intake. An average 170-pound man would reach a 0.08 BAC after consuming about four drinks in one hour on an empty stomach. Likewise, a 137-pound woman would reach a 0.08 BAC after about three drinks in an hour on an empty stomach.

continued on page 23

SECDEF recalls fallen Pentagon workers

by Sgt. 1st Class Kathleen T. Rhem

Exactly three months after a hijacked plane crashed into the Pentagon in Washington, D.C., Defense Secretary Donald Rumsfeld stood in front of the damaged military headquarters and vowed that America will not forget those killed in the attack.

"We will remember their lives," Rumsfeld told the small crowd who braved the rain and mud to mark the moment the terrorists struck. "We will retell their stories again and again so that neither the nation nor the world ever forgets."

"Their deaths were a clarion call to our nation," Joint Chiefs Chairman Air Force Gen. Richard Myers said during the Dec. 11, 2001, ceremony. "A call to once again confront the enemies of freedom, a call to once again join with friends and allies to preserve our basic values, and a call to stand united."

Rumsfeld said that before Sept. 11 Americans were wondering where all the heroes were. Nobody wonders any more. "Today, all can see that the spirit of our nation is strong. And the heroes? We don't have to look far to find them," he said.



Secretary of Defense Donald

"On Sept. 11, they were here and in New York, pulling friends and strangers out of the fire and out of the rubble.

"And in the skies over Pennsylvania, they showed those who believed Americans would not fight back that they were 'ready to roll.'"

American forces in Afghanistan are teaching Al Qaeda terrorists lessons they did not learn in Osama bin Laden's training camps, the secretary said.

"They're teaching (the terrorists) and all

enemies of freedom that, as President Ronald Reagan put it, 'No weapon in any arsenal in the world is as formidable as the will and the moral courage of free men and free women,' " Rumsfeld said.

He called the damaged building being rebuilt behind him a symbol of that will and courage, and added that it will be stronger and surer than before. The rebuilt Pentagon will be "a tribute to those heroes of today and all those heroes of yesterday who now sleep beneath the hills of Arlington Cemetery and on whose shoulders we are proud to stand," Rumsfeld said.

He also said he believes the thousands of victims of the Sept. 11 attacks here, in New York and in Pennsylvania would be proud of how the nation has come together in the aftermath of the tragedy.

"If they could see how our country is united to preserve freedom from terror they'd be proud, proud of our unity, proud of our strength and proud of the determination to find, root out and deal with the evil of terrorism and those who seek to terrorize," Rumsfeld said. "And we will."

Sgt. 1st Class Kathleen T. Rhem writes for the American Forces Press Service.

CAR gives state of Army Reserve at 9-11 plus 90

On Dec. 11, the chief of the Army Reserve, Lt. Gen. Thomas J. Plewes released a statement on what has happened in the 90 days since the terrorist attacks Sept. 11.

There are fresh reminders every day of the Army Reserve's commitment to the war against terrorism thrust upon us three months ago, Plewes said. Approximately 9,020 Army Reservists have been called up under the president's partial mobilization. Of these, 7,834 are troop program unit, or TPU, Army Reservists from 273 units, and the remaining 1,186 are individual mobilization augmentees and individual ready reservists. Additionally, there are about 2,000 other Army Reservists supporting operations in an other-than-mobilized status.

The bulk of those called up are in support of Operation Noble Eagle, helping with the recovery from the attacks or engaged in the homeland defense, he said. The missions being performed include: force protection and security at installations and facilities, intelligence and investigation support, training and training validation, headquarters augmentation, garrison support and legal support, communications, postal and personnel support, engineer support, historical documentation, logistics and transportation operations.

The Army Reserve also has units and soldiers in support of Operation Enduring Freedom, the operation taking the war to the terrorists and bringing assistance to those they have oppressed

in Afghanistan, according to Plewes. About 90 units and 2,300 citizen-soldiers are supporting this phase of the war. These mobilized forces include public affairs, military intelligence, civil affairs, medical and other combat support and combat service support specialties. We also continue to fill headquarters and agency-level requests for IRR and IMA soldiers to support current operations. There are more than 700 mobilized IMA soldiers supporting Operation Enduring Freedom.

Men and women on duty today and those who may be called forward tomorrow understand the task that lies before them, how difficult it is and how long the struggle ahead may be, he said.

It has been often said that everything changed on September 11, but much did not, Plewes said. What was important for an Army Reserve in transformation is also important for an Army Reserve in transformation while at war.

"Our priorities before the attacks remain our priorities today: sustaining and improving our already high level of readiness; obtaining more full-time support, which is essential for readiness; improving our infrastructure so that our outstanding soldiers work and train in the modern facilities they deserve; acquiring modern equipment so that we cannot only support Army Transformation but also support the Army warfight; and building on successes in recruiting and retention to ensure we have the force necessary to do what our nation requires of us," he said.

NEWS NOTES

DISNEY RESORTS

Disney's 100th birthday means free admission

"Disney's Armed Forces Salute" will be offered Jan. 1, 2002, to April 30, 2002, by both Walt Disney World resort in Florida and the Disneyland resort in California. Active U.S. servicemembers, with proper U.S. military identification, are eligible for free admission, including active members of the Coast Guard and activated National Guardsmen or Reservists. Family members and friends are eligible for ticket discounts.

To find out about "Disney's Armed Forces Salute" at Walt Disney World, servicemembers may call 1 (407) 939-7424. Information is also available at base ticket offices.

For details on or to make a reservation for a Disney Cruise Line vacation, servicemembers can see their travel agent, visit <http://www.disneycruise.com/> or call Disney Cruise Line at 1 (888) 325-2500.

For more information on "Disney's Armed Forces Salute" at the Disneyland, guests may call 1 (714) 781-4565 or visit disneyland.com

CIOR

Reservists can compete against NATO soldiers

Interested reserve officers and cadets can apply by April 15 for a chance to see if they have what it takes to compete against soldiers from 19 other NATO countries.

Only about 50 will be selected by a joint-service selection committee for a three-week training camp, run by the U.S. Army Reserve Command, or USARC, at Fort Sam Houston, Texas, from June 15 to July 7.

Only 28 will go on to the final competition, a three-day military competition July 23 to 25 in Draguignan, France. The Confédération Interalliée des Officiers de Réserve, or CIOR, an organization started in 1948, sponsors the event.

The Interallied Confederation of Reserve Officers, as it is known in English, is an international umbrella organization of national reservist associations, according to the CIOR web site at www.cior.org



Photo by Raymond Gall

Musical director Bertha Washington leads the Sounds of 100 in Christmas carols at the Old Courthouse Dec. 12.

SOUNDS OF 100

Group fills Old Courthouse with song

Last month, the Sounds of 100, the Federal Records Center's choral group, sang Christmas carols in the historic downtown Old Courthouse, where slaves once were sold on the courthouse steps and Dred Scott first brought suit for his freedom.

Scott held that, since his master had taken him to his Army assignment in a free state and returned to Missouri, a slave state, "prolonged residence in a free state" had made him free. St. Louis attorney Roswell Field, the father of famed poet Eugene Field, was Scott's lawyer. The Supreme Court eventually ruled in 1857 that, because Scott was a slave and "not a citizen," he had no standing to bring suit in federal court.

ERRATA

Hub missing something

Through an error at the printing plant, the spot color layer of red and green was eliminated in the December issue of the Hub so color boxes, screens, reverses and rules, or lines, did not appear.

COMMAND BOARDS TEAM WINNING A COLONEL COMMAND

continued from page 8

MOI. When you're done, read it again. Carefully review your board consideration file once you've assembled it. Have a trusted colleague review your file before you submit it to the board. Another person reviewing your file is more apt to find errors that you may have overlooked. While you and your trusted colleague are reviewing your file, ask yourself the hard questions: Does my file accurately reflect

my career? Have I provided all missing documentation to support the data in my file? Have I followed the MOI? If you can say "yes" to these questions, then your board file is probably in pretty good shape.

Remember that guy next to you is your peer. Many have done the same things as you to prepare for command, and they want the same job as you. If you want to remain competitive, take the time to do it right.

If you have any questions regarding assembling and submitting your file for the USARC CCASB, contact the Command Boards Team at (314) 592-0673, Option 3. The team members will do their best to assist you.

Chief Warrant Officer 4 William "Butch" Fox is a member of the Command Boards Team within the USAR Boards Support Branch at AR-PERSCOM.

Continued from page 20

Make a resolution: 'Don't drink and drive'

Keep in mind that the healthy body can only process alcohol at a rate of about a drink an hour.

Most people tend to underestimate their own level of alcohol impairment after they've had a few drinks. Studies show that impairment begins at the first intake of alcohol.

However, a BAC of 0.08 is the level at which the fatal crash risk significantly increases. At this level, alcohol seriously affects all of a person's critical driving skills, including attention, judgment, response time, braking, steering and lane changing.

While government and law enforcement agencies play a major role, everyone shares in the responsibility for preventing impaired driving. Here are some ways indi-

vidual citizens can help:

- Set a limit on your drinking, and stick to it. If you can't limit the amount of alcohol you drink, this could indicate loss of control, and you may need professional assistance.

- If there's a possibility you might have more than a few drinks, designate a non-drinking driver or make other transportation arrangements.

- Don't let your friends drive drunk.

- Don't mix alcohol with medications.

- On the road, be alert for others who are driving in an unsafe manner. Report suspected drunk drivers to police. Always wear seat belts. (You are 25 times more likely to die in a car accident if you are thrown from a vehicle, according to the National Safety Council.)

- If you are hosting a party, serve food and alternative beverages. Measure the amount of alcohol you put into drinks, to help people control their alcohol intake. Stop serving alcohol two hours before the end of the party. Don't "force" people to drink. Make transportation or lodging arrangements for guests who are unable to drive home safely.

If everyone does his part, the new year will be a time of celebration, and not a time of tragedy.

For more information about impaired driving, contact the AR-PERSCOM Employee and Soldier Assistance Office at (314) 592-0507 or your local ESAO.

David Fratta is an employee assistance specialist in AR-PERSCOM's Employee and Soldier Assistance Office.

Ad campaign says it all: 'MWR is for all of your life'

by Harriet Rice

The secret to successful marketing is instant brand association with a time-tested product or service. It's immediate corporate identification by target audiences.

The Army chief of staff wants the initials MWR to have the same impact as AT&T, KFC or IBM. (This does not imply endorsement by the Army.)

The U.S. Army Community and Family Support Center is behind 250 Morale, Welfare and Recreation programs that support soldiers and families.

"These programs play a key role in providing for the well-being of our people and our communities," Army chief of staff Gen. Eric K. Shinseki said. "As we recruit young people to join our ranks, we must explain the benefits of our MWR programs and the advantages of being a member of the Army community."

CFSC commander Brig. Gen. Tony Taguba is charged with advertising these MWR programs and their benefits to those unfamiliar with them. He has turned to his marketing staff to do that.

"At Gen. Taguba's direction, we're pulling together all the programs and services

that fall under the MWR logo and developing a comprehensive strategy to create and promote a brand image," said George Gallagher, director of Strategic Plans and Policy at CFSC.

At the front lines of these projects are the chief of the marketing division Bill Long and his seven-member team.

"This is a four-pronged approach," Long said. "After we've established what our brand image is, we'll develop strategies to project that image. Right now, we're concentrating on worldwide exposure of our new MWR message: 'MWR is for all of your life.'"

To that end, graphic artist Jane Tucker designed the first of several advertisements targeted to soldiers and families, other authorized MWR patrons, and the MWR work force. Marketing's Laurie Gibson placed the ads in newspapers serving the Army's nine largest installations, in Army Times, Government Executive magazine, and Stars and Stripes.

"Each promotional piece will run bi-monthly and will feature three MWR programs along with the 'MWR is for all of your life' slogan," Gibson said. The first

ad, placed in February 2001, showcases the Army World Class Athlete Program, Army Entertainment, and Child Development Services.

The second ad features the Armed Forces Recreation Centers, theme restaurants and Army Community Service. The third ad highlights Information, Ticketing and Reservations, or ITR; fitness centers/gyms; and automotive skills. The fourth ad focuses on marinas, libraries and golf. The fifth ad highlights bowling, MWR deployed, and pools.

"We'll also use our web site (www.armymwr.com) extensively," he said. "We plan to standardize the look and feel of the current home page for MWR employees. We will also develop a separate armymwr.com web site with content targeted to customers."

"A huge piece of the strategy revolves around our partnering with the U.S. Army Recruiting Command. We are looking to add MWR to recruiters' kits when they go on their recruiting mission and ultimately include the benefits of MWR in future recruiting publicity."

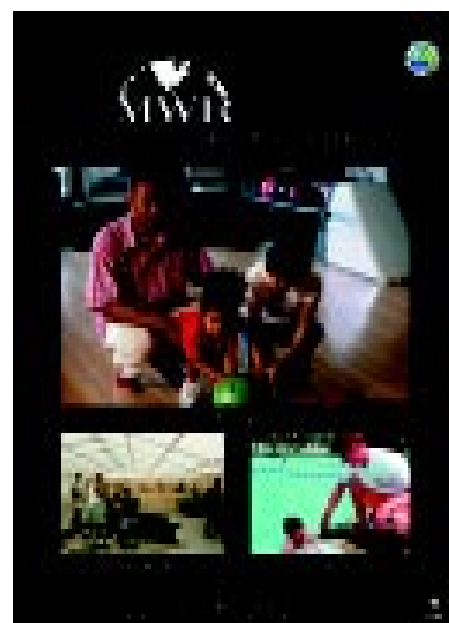
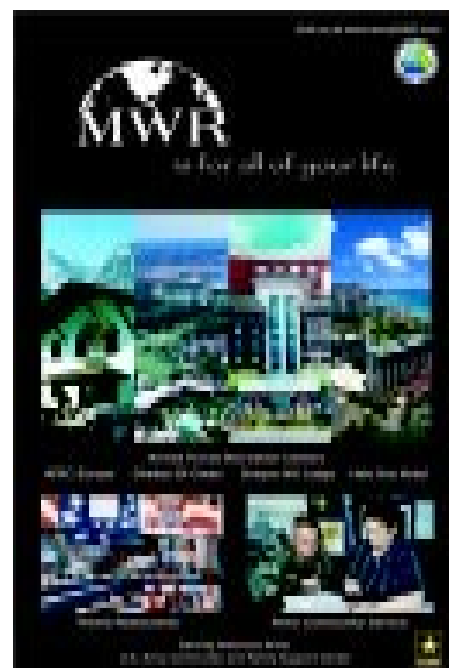
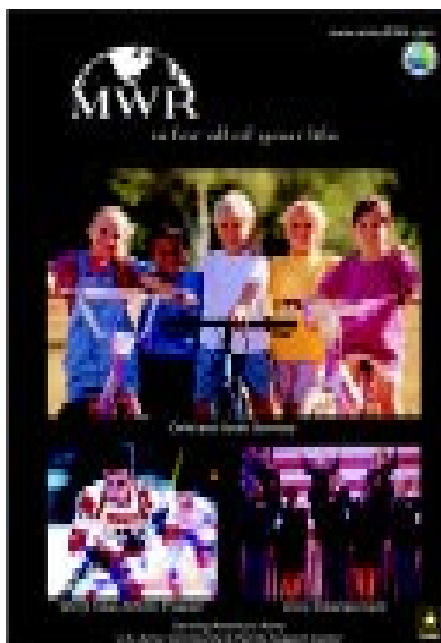
Another prong of the campaign is a pub-

licity kit on CD for use by major Army commands and installations. Marketing and CFSC Public Affairs teamed up to produce a CD that contains downloadable images, press releases, questions and answers, brochures, "table tent" designs, and fliers as well as television and radio spots.

"We know that MWR is an integral part of the chief of staff's Well-Being strategic plan and a value-added benefit of being in the Army," Taguba said. "Now, our job is to communicate that value, our image, and make the MWR connection to CFSC for our various internal and external audiences."

This initiative is part of the Army Vision for Personnel, Readiness, Transformation.

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